

Corporate Risk Register

Risk Ref.	Risk Title	Strategic Outcome	Current Score			Target Score			Risk Owner	Key Potential Impacts	Current Controls	Planned Actions	Responsible Officer	Risk Action Status	Trend	Risk last reviewed
			Likelihood	Impact	Total Score = L x I	Likelihood	Impact	Total Score = L x I								
CR1	Financial Sustainability	Economic Growth and Inclusion	4	4	16	3	3	9	S. Evans	<ul style="list-style-type: none"> Significant deficit increase in Dedicated Schools Grant (DSG) potentially resulting in Department of Education warning and intervention and budget restrictions. Public sector spending cut/ rising inflation impacting ability to continue to deliver effective services. Winter demands increasing pressure on RDC budgets. 	<ul style="list-style-type: none"> Medium Term Financial Strategy updated, monthly monitoring and DSG Safety Case recovery agreement in place, evaluation by Treasurer Team and Members. Revenue Strategy and Financial Management and reporting robust. Budget Strategy Principles, regular monitoring of budget risk register. DSG Recovery Plan agreed; CDE engagement; Transformation plan priorities agreed with key stakeholders; review of expenditure and rebalancing undertaken; Additional capital funding secured for in-borough provision. Continuous refinement of MTFS and budget setting. 	<ul style="list-style-type: none"> Reduction of capital programme and closer working with directors to identify potential pressure earlier in order to plan mitigating actions into place. 	J. Burn	On target	Static	Feb-22
CR2	COVID-19 Impact	Strength-based Approach	4	4	16	4	3	12	P. Labin	<ul style="list-style-type: none"> Reduced revenue income to the Council due to COVID-19 - impacting on programme of rent reviews and lease renewals, and effects on businesses that have our commercial portfolio. 	<ul style="list-style-type: none"> Current outsourcing of some rent reviews and lease renewals. Tenants have received rent free periods/grants where eligible for assistance from the Council but this was a case of agreement by Cabinet during Covid. Quarterly Deliberation meeting in place to review agreed payment plans and implement new payments plans appropriately. 	<ul style="list-style-type: none"> Review current mitigating controls in context of Government's 'Living with COVID-19' plan. Follow UDGA guidance and keep under regular review. Regular and prompt communication with staff and residents. Targeted comms and engagement to reduce inequalities in vaccine uptake. Maintain residual capacity to stand back-up in response to potential new, more dangerous variants. 	L. Jones	On target	Static	Mar-22
CR3	Security & Resilience	Delivering Together	5	5	25	2	5	10	K. Waterhouse	<ul style="list-style-type: none"> Ongoing national threat from terrorism resulting in potential resurgence of terrorist activity and radicalisation of vulnerable members of community. Crisis in Ukraine following the Russian invasion is now leading to increased risk of other attack and community tensions. External threat to data and systems community impacts system functionality/using a data breach. General threat to safety and security of Councilors. 	<ul style="list-style-type: none"> Emergency response policies, Prevent initiative, GM Resilience Forum and Terrorism Monitoring Report. Training and updated Cyber Essentials Toolkit in place; PCN accreditation renewed annually. Work with the DCLG to develop Cyber Treatment Plan and undertake remediation activities with the support of external funding. Government guidance shared with parties currently exposed to such attacks. Local Government Assessment Toolkit implemented. 	<ul style="list-style-type: none"> Continued early intervention work and community engagement through the Community Safety Partnership. Further training and investment in cyber security to be progressed against IG Nation Plan timelines. Cyber Essentials accreditation for Council and CCG to be achieved. New 'DSG' to be developed for Council IT Team to include strengthened cyber security function, to be approved by March 2022. Support from ISA and DLSHC now approved. Threat increased due to raise in national profile of the Council due to national and local politics. Democratic Services to undertake a security review regarding arrangements for Councilors. 	E. Waterhouse	On target	Increased	Feb-22
CR4	Digital Transformation	Delivering Together	3	4	12	2	4	8	K. Waterhouse	<ul style="list-style-type: none"> Inability to achieve ambition for new way of working, improved customer and staff experience through delivery of the Digital Strategy. 	<ul style="list-style-type: none"> Placement of Digital Strategy in Transformation programme to ensure stability and deliverability, additional resource approved within the Transformation Strategy. Sign off for digital spend on Customer Experience Programme, Data Platform and additional management capacity agreed by Cabinet in December 2021. Additional budget for IT services agreed for 2022/23 agreed at February Full Council. 	<ul style="list-style-type: none"> Review of resources across Council and CCG IT/Digital functions. 	K. Waterhouse	On target	Decreased	Feb-22
CR5	Increasing demand pressures	Economic Growth and Inclusion	3	5	15	2	4	8	G. Little	<ul style="list-style-type: none"> Failure to transform services likely result in the Council failing to meet its statutory obligations. Adults and children's care facing a significant increase in demand for services. Failure to meet Homelessness Statutory Function & Delivery. 	<ul style="list-style-type: none"> New Homelessness Strategy, increased statutory dispersed accommodation, development of private rented sector and landlord engagement. Maximise funding opportunities to increase resources & capacity. Rebuild processes and operating procedures in place. Child self priority. Systems & IT solutions. Successful implementation of the re-structure with realignment of services. Increase in statutory dispersed accommodation. New homelessness strategy. Development of Private Rented Sector & Landlord engagement. 	<ul style="list-style-type: none"> Development of regular monitoring framework and RPI review, new tenancy management strategy to prevent homelessness and reduce cases in Bury. Review structure of team / service. Framework of regular monitoring and RPI reviews to be developed. External funding opportunities to be maximised. Developing new tenancy sustainment strategy to prevent homelessness and reduce cases / demand. 	P. Cole	On target	Static	Feb-22
CR6	Climate Change	Local Neighbourhoods	4	4	16	3	4	12	D. Ball	<ul style="list-style-type: none"> Ability to meet UK 2050 Emissions target and Bury Climate Manifesto targeted due to initial, potentially impacting future funding. 	<ul style="list-style-type: none"> Greenhouse Gas Emissions Report for 2020/21 produced Dec 2020, updating fleet for lower carbon emissions, recruitment to Climate Team completed. Climate Strategy and Action Plan approved by Cabinet in October 2021. Climate Action Board and formalised established. Climate Action Fund open for bids. Partnership work across GM / GM areas in testing. Public sector Decarbonisation Funding awarded to Bury. Climate Action Fund awarded to Bury and Council successful. 	<ul style="list-style-type: none"> Continued partnership work across GM. First meeting of Climate Strategic Board to take place 3 March 2022. Greenhouse Gas Emissions Report for 2021/22 to go to Climate Strategic Board on 3 March 2022. Public Sector Decarbonisation Funding scope reduced to work deliverable in required timescales. Climate Action Fundings awarded and will be distributed by end March 2022. Climate Strategic Board to update work currently underway across Bury and priorities for Council and partners in 2022 to monitor against. Delivery of Social Housing Decarbonisation bid. Planning green energy arrangements to be designed. Continued to work with GM partners. Transformation plans will continue to be monitored monthly through DCL Board. Transformation Board and Adult Social Care Savings and Transformation Programme. Regular communication approach to address this agenda, continued work with GM partners. 	L. Swann	On target	Static	Feb-22
CR7	ICS Implementation	Strength-based Approach	4	5	20	2	4	8	W. Blundell	<ul style="list-style-type: none"> Disruption to the health and care system caused by the Integrated Care System (ICS) and other pressures leading to demands on the Adult Social Care budget. 	<ul style="list-style-type: none"> Working with colleagues across the GM system to ensure the GM ICS operating under the conditions for our continued placed based transformation, and NCA. Partnering partners to continue to address for the place based approach, including and leading to operate the new Bury Health and Care System Partnership arrangements (including the facility Bury) to provide confidence and assurance of our arrangements. Response managed through Bury SLURS. Issues and risks escalated to Integration Delivery Collaboration. 	<ul style="list-style-type: none"> Transformation plans will continue to be monitored monthly through DCL Board. Transformation Board and Adult Social Care Savings and Transformation Programme. Regular communication approach to address this agenda, continued work with GM partners. 	W. Blundell	On target	Static	Feb-22
CR8	Elections	Delivering Together	2	4	8	1	4	4	J. Dennis	<ul style="list-style-type: none"> Potential legal challenge and reputational damage if the Council is unable to effectively deliver the May 2022 Elections. Personal liabilities to the Returning Officer. 	<ul style="list-style-type: none"> Elections planning on track. Review of polling stations and regular reports submitted to member Group. Overnight by the Director of Law and Governance. Legislative changes reviewed regularly to assess impact on Bury. Robust planning - better links with other GM authorities. Early engagement with candidates and agents. National (Government and Election Commission), regional (AGM and GM Elections Managers) and local guidance. Elections Project Board in place with agreed delivery plan. Lessons learned (from previous election) action plan delivered. Approved printers as part of AGM consortium. Newly appointed elections manager in post. 	<ul style="list-style-type: none"> Elections Board in place with oversight of election planning. Ward boundaries amended following outcome from the boundary commission outcomes. Improved communication with candidates and agents. Separate issues log to track matters as they arise. Risk assessments of polling stations - review of overarching project plan. Follow PRE / EC / AGM / Government guidelines. Detailed preparation and planning. Develop network of internal back up staff. Linkages with Authorities who have recently completed all out elections. Weekly meetings with RO. Polling Districts and stations reviewed. 	Jequiel Dennis / Rachel Evans	On target	Decreased	Feb-22
CR9	Workforce Skills & Capability	Economic Growth and Inclusion	4	5	20	2	4	8	L. Ridgely	<ul style="list-style-type: none"> Adverse impact on delivery of Council services due to the workforce capability and capacity growth insufficient, as the result of a lack of investment in employee development. 	<ul style="list-style-type: none"> Provisional through the Corporate Plan resulting in investment in additional capacity in key areas and development of Apprenticeship strategy, policies review, improved utilisation of current programme. Agreed TU Consultation Framework. Invest programme with refreshed structure and leadership. Clear delivery plan in place. Good existing relationship between the Council and Trade Unions. Regular employee communications. Additional Transformation capacity in place. 	<ul style="list-style-type: none"> Continued focus on prioritisation, training and development to be considered in new People Strategy, further investment through Transformation Programme. Resource planning for key new priorities e.g. LIT and Children's Improvement. Review existing processes for consultation and agreement. Refresh and update core policies and procedures. New core management development programme developed. 	S. McNaught	On target	Static	Feb-22
CR10	Budget Impacts	Economic Growth and Inclusion	5	3	15	4	2	8	S. Evans	<ul style="list-style-type: none"> Refinement: increased inflationary pressures as a consequence of Brexit and recovery from the pandemic. Disruption to supply chains. Cost of IT building exp. of not replaced by Government, poses a risk to economic and social programmes of the Council. National immigration policies restricting free movement of people could lead to further skills gaps in the workforce. 	<ul style="list-style-type: none"> Early work with Case team and members to identify potential savings to close the financial gap; rationalisation of admin buildings as part of transformation programme to reduce office expenditure. Complete review of all budgets with a view to a zero based budgeting approach. Continuous refinement of MTFS and budget setting as new information becomes available, engagement with and identification of efficiencies with all departments. 	<ul style="list-style-type: none"> Placing the use of grant tender software to ensure all potential grants to the borough are assessed where appropriate. Use of Kildare, apprentices and training of existing workforce to ensure a workforce which meets both current and future needs. 	S. Evans	On target	Static	Feb-22
CR11	Asset Management (Operational Health and Safety)	Local Neighbourhoods	4	5	20	3	5	15	D. Ball	<ul style="list-style-type: none"> Breach of Health and Safety legislation leading to prosecution under the Corporate Manslaughter Act and other health and safety Regulations. Council buildings, facilities and premises must provide safe and effective environments for all building occupants that use them. 	<ul style="list-style-type: none"> Head of Corporate Landlord in post. Corporate Health and Safety independent audit undertaken with formal report, findings and recommendations. Establishment of Estates Transformation Board. Establishment of a "Health and Safety Taskforce" with Union representation, to oversee delivery against internal audit recommendations implemented through an improvement plan. Development of a Corporate Landlord underway including establishment of Corporate Landlord budget; recruitment of interim Tenant Project Manager and support from external partner to undertake condition survey. 	<ul style="list-style-type: none"> Agree long list of buildings to be reviewed. Establish a sub group of the Estates Transformation Board to oversee and support the annual review to rationalise the estate. Agree the future capital needs of Education. Agree a future delivery model with Six Town Housing. Align the design of the Corporate Landlord to the Corporate Security Review. Performance reports to be produced to report on health and safety, incidents and accidents, and resultant improvement actions. Accelerated disposal programme to be initiated under the Estates Transformation Project, arising from the external review. 	D. Ball	On target	Decreased	Feb-22
CR12	Children's Social Care Services	Economic Growth and Inclusion	4	5	20	2	5	10	J. Richards	<ul style="list-style-type: none"> Children left in harmful situations and risk. High case loads potentially leading to social worker high turnover which then impacts on children, families and partners. A poor Ofsted judgement can lead to further high staff turnover from senior leaders through to frontline staff, making difficult to do what is most important - turning around services for children, young people and families in need. 	<ul style="list-style-type: none"> CSIP Improvement Plan. Development of leadership delivery plan and independently chaired Delivery Board in place from September. LGA review given clear diagnostic; interim leadership in place with increased visibility in workforce. Ofsted inspection taking place 25th - 26th October 2021. Outcome will drive further actions / assurance. Project team to court team has reduced case loads and improved the quality of planning. 	<ul style="list-style-type: none"> Strengthen the Delivery Plan to ensure focus on recruitment and retention and ensuring increased visibility in the workforce. Strengthen QA processes to ensure audits lead to improved practice. Engage a managed service for Child in Need cases from 8th November to immediately impact on reducing social worker caseloads across the service. 	S. Bruce	Unknown	Static	Sep-21

CR13	Regulatory Compliance	Delivering Together	3	5	24	3	4	12	J. Dennis	<ul style="list-style-type: none">Failure to meet the requirements of data protection legislation and good information governance practice / serious data breach.	<ul style="list-style-type: none">Significant progress to completion of actions on ICO Workplan.IG policies and procedures reviewed and approved by IGSL.Comprehensive IG/Cyber Security training programme implemented.Data Breach monitoring and processes significantly enhanced.Network of IG Champions refreshed and re-established.IG risk management strategy implemented, including required completion of Data Protection Impact Assessments for any project involving the processing of personal data.Staff induction process and system access implemented.IG KPIs reviewed.	<ul style="list-style-type: none">IG strategy (developed for both Council and Bury CCs) currently undergoing review for Council in line with implementation of ICO recommendations and embedding of IG culture across all directorates.Internal Audit review subject to risk assessment.2021/22 DDPF requirements to be assessed.Update Information Security Policy.Completion of live remaining actions from ICO Workplan by the end of Quarter Three 21 of the 7 urgent actions remain partially incomplete.Ongoing development of an annual review/refresh process for the Record of Processing Activity.	M. Connor	On target	Decreased	Feb-22
CR14	Staff Safety and Wellbeing	Economic Growth and Inclusion	3	5	15	2	4	8	S. McVagh	<ul style="list-style-type: none">Staff wellbeing, welfare and morale may potentially result in increased cases of stress, depression and general absence, thereby impacting service delivery.The changing nature of the Council and ongoing departmental restructuring calls for close oversight of potentially arising occupational health concerns. Harm to staff and potential legal and financial implications for the authority.	<ul style="list-style-type: none">Corporate Health & Safety Advisory Team moved under the leadership of the Director of People.Health & Safety Policy reviewed and new incident reporting process live. Health and Safety staff drop-in sessions.Employee assistance programme and comprehensive health and wellbeing offer in place which incorporates mental wellbeing support.	<ul style="list-style-type: none">Roll out of mental health and health and safety training as part of mandatory training programme for managers.Delivery of targeted action plan related to staff sickness absence.Review of health and safety related training.Organisational Development work focused on culture and behaviours.Programme of pulse surveys and response planning.	S. McVagh	On target	Static	Feb-22
CR15	Regeneration & Development	Local Neighbourhoods	3	5	24	1	5	5	P. Lakin	<ul style="list-style-type: none">Northern Gateway - failure to grasp opportunity presented by the largest regeneration project to impact this part of the country.Challenges faced in driving inclusive growth within the region, impacted by a slow housing market and access up to date planning policies.Rising construction inflation and interest rate shifts increasing cost of delivering town centre regeneration and housing programmes.	<ul style="list-style-type: none">Detailed working with the Tf and Rochdale Council around Northern Gateway has allowed parties to work collectively on a major inward investment project, which has brought national attention to the potential of the site.Progression of Development Plan through to examination.Hire staff and experts in the field.Creation of Projects Board and give delegated powers.Cost plans for the 'twinning' lift' bids show increased construction inflation, options being worked through for value engineering and review of overall specification.	<ul style="list-style-type: none">Continue to explore funding opportunities.Consider and respond to consultation submissions through the Examination process.Formal partnership with Rochdale and the GMCA to drive forward Northern Gateway.	C. Lague	On target	Static	Feb-22
CR16	Special Educational Needs and Disabilities	Economic Growth and Inclusion	4	5	26	2	5	10	J. Richards	<ul style="list-style-type: none">Increase in SEND referrals.Further increase in SEND ombudsman complaints.Further loss of parental trust.Poor compliance in regard to 20 weekReview targets not metStatutory deficit reduction targets not met impacting the success of Project Safety Value.	<ul style="list-style-type: none">SEND Assurance Board and plan.Assess/Review fire project support around transformation and delivery plan.Recruitment plan.Co-production with strategic partner: Bury2gether.Increased capacity in EHCP team.	<ul style="list-style-type: none">Further recruitment within SEND at a strategic level.Clear establishment of posts in Statutory assessment team to focus on historic backlog.Co-production and pilot work around EHCP processes bringing parents earlier in the process.Workshops with schools on both finance and broader inclusion.Forecast work on graduated response across Bury to improve consistency of identification.	J. Richards	Unknown	Static	Nov-21
CR17	Pharmaceutical Needs Assessment	Strength-based Approach	5	2	10	4	1	4	W. Blandamer	<ul style="list-style-type: none">Failure to meet statutory deadline for publication of the Pharmaceutical Needs Assessment (25 October 2022)	<ul style="list-style-type: none">Establishment of PNA Steering Group.Health and Wellbeing Board approved revised timescales on 3 March 2021.Reports to Health and Wellbeing Board.	<ul style="list-style-type: none">Release of the public survey. (February - April 2022)The draft PNA would need to be approved at the provisionally scheduled Health and Wellbeing Board prior to the formal 60 day consultation. (7 July 2022)Formal consultation would then take place. (July - August 2022)Final draft presented to Health and Wellbeing Board for final ratification. (20 October 2022)Publication of PNA. (21 October 2022)	L. Jones	On target	New	Feb-22
CR18	PSN Accreditation	Strength-based Approach	5	4	26	1	4	4	K. Waterhouse	<ul style="list-style-type: none">Council's status as a secure partner is at risk.	<ul style="list-style-type: none">Additional cyber security work is being undertaken to reduce risk whilst remediation work takes place. This includes an external funded cyber test plan and further upgrades to Microsoft ES licenses for high risk individuals	<ul style="list-style-type: none">Work in progress response to be submitted to the PSNRemediation Work to be completed, including removal of all 2008 Servers	S. Denton	On target	New	Feb-22